



—
ABB

Let's write the future. Together.



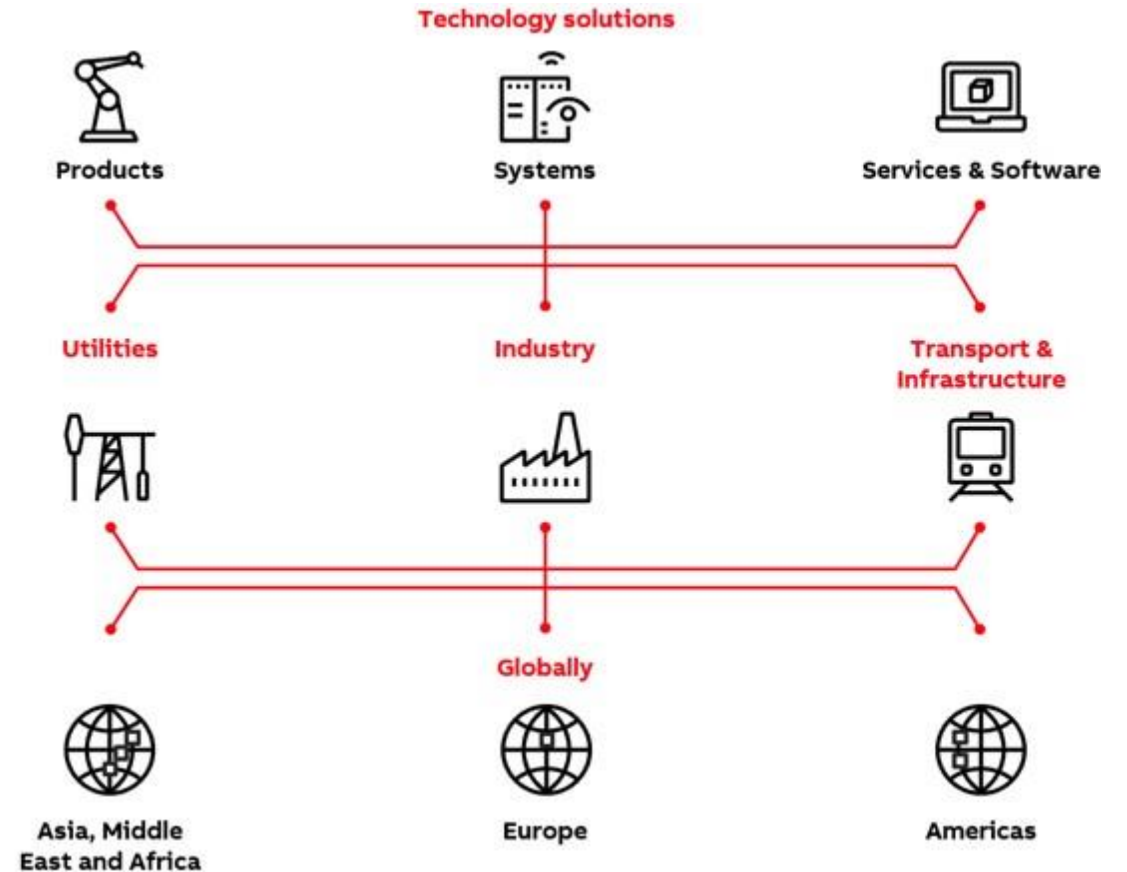
This is what we do

ABB in Canada is a leading technology company that energizes the transformation of society and industry to achieve a more productive, sustainable future. By connecting software to its electrification, robotics, automation and motion portfolio, ABB pushes the boundaries of technology to drive performance to new levels. With a history of excellence stretching back more than 100 years, ABB's success is driven by 3 100 talented employees in our 29 locations from coast to coast.

What Offering

For whom Customers

Where Geographies





Well positioned across global markets

Employees

~105,000

Countries

>100

Revenues

~\$29 bn

Europe

~\$10.5 bn

Americas

~\$8.7 bn

AMEA

~\$9.7 bn

ABB is a technology leader in **electrification** and **automation**, enabling a more sustainable and resource-efficient future.

The company's solutions connect engineering know-how and software to optimize how things are **manufactured, moved, powered** and **operated**.

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**ABB has been
pushing the
boundaries of
technology for
+130 years**

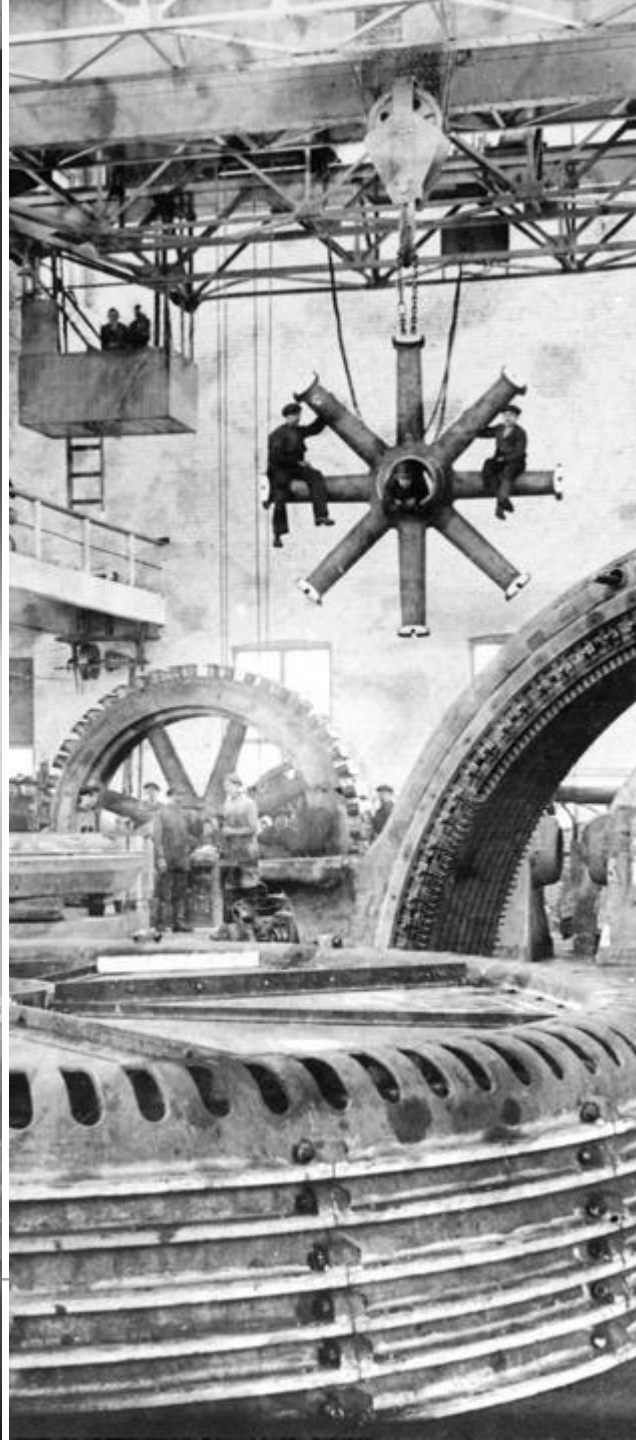




ABB Way Forward

Following our purpose and leveraging our strong positions in Electrification, Motion, Process Automation and Robotics & Discrete Automation, we aim to create superior value for

all our stakeholders. With our purpose at its core, the way we operate – the ABB Way – is our lever to implement our strategy.

By pushing the boundaries of technology and embedding sustainability in everything we do, our people drive the performance of our market-leading and empowered businesses to new levels. Together with our common values, strong brand and governance framework, the ABB Way is leading us to become a more focused, successful, value-creating company.

ABB in Canada

At a glance



Region headquarters
Montreal, Quebec



~ **3,100** employees
in Canada



~ **\$1.8** billion CAD
revenue in 2022



29 locations
coast to coast



Over **130** years of
technological innovation
in Canada



~ **19**
sales & service
locations



~ **15**
Manufacturing &
assembly
locations



Global Centre for
Emergency Lighting
R&D



Ranked in **top 100** Canada's
Best Employers (2021 to
2023)



North American
Center of
Excellence for E-
Mobility



Close to **\$400K** given
to Canadian
communities in 2022



~ **70 million** digitally
enabled devices that
create the foundation of
the IIoT

The Canada story

Strategically growing in the markets we serve

Balance through strategic acquisitions

- 1989** ABB acquires the **Westinghouse** transmission & distribution business, marking ABB's entrance to North American power and industrial market
- 1990** ABB acquires **Bomem Inc.** a leader in FTIR technologies, pushing the envelope for quality and precision of analytical products and systems
- 1999** ABB acquires **Elsag Bailey** (US \$2 bn), supporting growth in various process industries
- 2008** ABB acquires **Ber-Mac Electrical and Instrumentation**, expanding its presence and capabilities in the oil and gas sector
- 2009** ABB acquires **Sinai Engineering Corporation**, to enhance its presence and capabilities in Western Canada.
- 2010** ABB acquires **Ventyx** (US \$1 bn), adding robust enterprise software to our portfolio
- 2011** ABB acquires **Baldor** (US \$4.2 bn), supporting growth with industrial motors and drives
- 2011** ABB acquires **Envitech Energy** to strengthen its offering and solutions for the rail infrastructure market
- 2012** ABB acquires **Thomas & Betts** (US \$3.9 bn), supporting growth with distributors and electrification products
- 2013** ABB acquires **Power-One** (US \$1 bn), supporting growth in renewable energy markets
- 2017** ABB acquires **B&R** to close the gap in machine and factory automation, creating a comprehensive automation portfolio
- 2018** ABB acquires **GEIS** (US \$2.6bn) supporting growth with electrification products

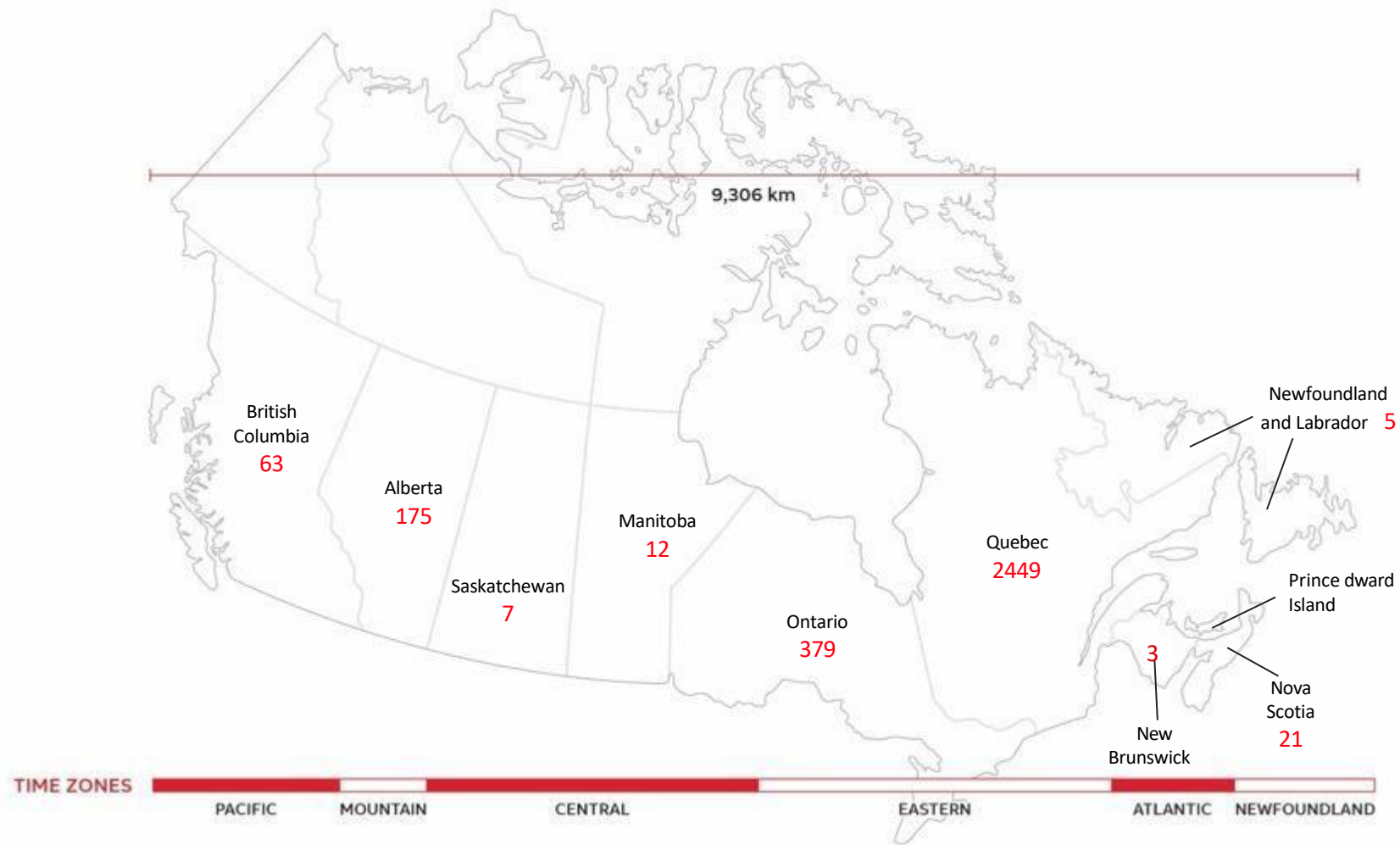


The Canada story

Over 100 years of technology innovation

| CANADA | ELECTRIFICATION | MOTION | ROBOTICS & DISCRETE AUTOMATION | PROCESS AUTOMATION |
|--|---|---|---|---|
| <p>1930 ASEA is officially incorporated, and BBC is established in Canada</p> <p>1950 BBC erects its first factory in Canada</p> <p>1970 BBC inaugurates the Varennes High Voltage Transformer factory</p> <p>1988 ASEA and BBC Canada merge to form ABB</p> <p>2016 ABB invest \$35 million to build high-tech facility in Quebec City</p> <p>2016 ABB invests \$90 million to create state-of-the-art 300,000 square foot headquarters in Montreal</p> | <p>2014 ABB's Enviline traction power technology is selected for the Vancouver Evergreen Line Rapid Transit Project</p> <p>2016 ABB establishes Global Technology Development Center for Emergency Lighting in Quebec</p> <p>2017 ABB establishes North American Center for Excellence in E-Mobility in Montreal</p> <p>2022 ABB Canada a trusted partner in ventilation in Louis-Hippolyte Lafontaine tunnels of Montreal, with ABB drives, such as our ACS880-17.</p> | <p>2003 Liquid cooled drives for tunnel boring machines, a custom solution for a Canadian customer. These tunnel machines are now used around the world.</p> <p>2004 ACH550, a true HVAC 600v drive for the Canadian market. Improving Energy Efficiency in buildings and hospitals.</p> <p>2008 ACS880 Active Front-End drives for Ultra-Low harmonics. With this technology, ABB kept power grids clean and providing outstanding motor performance!</p> <p>2019 Drives awarded a contract with Metrolinx to expand Toronto's Light Rail Transit system that will be 60% faster than current travel times</p> | <p>1994 Ford Motor Co. Ltd. Awards major contract to ABB to provide sophisticated robot systems</p> <p>1999 ABB robotics Canada develops innovative process for welding/processing plastic gas tanks for the automotive industry</p> <p>2003 General Motors awards contract to ABB to supply stamping line, automated de-stacking systems, end-of-line systems and robot integration for its plant in Lordstown, Ohio</p> <p>2011 ABB FlexArc products/cells are assembled and produced in Canada</p> <p>2016 First truly collaborative robot – YuMi - installed in Canada</p> <p>2017 ABB completes acquisition of B&R</p> | <p>1985 First order received for SCADA from Edmonton Power</p> <p>1999 Measurement & Analytics marks its first export into space for Canadian Space Agency's MOPITT instrument launched by NASA</p> <p>2003 ABB develops VRS 3000 Underground Voltage Regulation Systems (UGVRS), first heavy-duty, skid-mounted, portable SVC designed to regulate voltage in mine distribution systems</p> <p>2005 ABB obtains contract to deliver North America's largest friction mine hoist for Mosaic's Esterhazy Potash Operation in Saskatchewan</p> <p>2013 ABB signs space contract with Harris to develop three additional interferometers for NASA's next generation LEO weather satellites.</p> <p>2018 ABB enters the Space 2.0 market by winning contract from GHGSat to build highly innovative payloads for monitoring greenhouse gases from space.</p> <p>2021 launched ABB Ability™ comprehensive natural gas leak and greenhouse gas measuring systems using an ultra sensitive OA-ICOS sensor</p> <p>2022 ABB wins its largest space contract to date with Earth Daily Analytics for satellite imaging technology to detect environmental change in near real time</p> |

ABB in Canada employees coast to coast





Fully decentralized business model with 21 Divisions

BUSINESS
AREA

ELECTRIFICATION



DIVISION

Distribution Solutions

Smart Power

Smart Buildings

Installation Products

Power Conversion

E-mobility

Services

MOTION



IEC LV Motors

Large Motors & Generators

NEMA Motors

Drive Products

Systems Drives

Service

Traction

PROCESS AUTOMATION



Energy Industries

Process Industries

Marine & Ports

Turbocharging

Measurement & Analytics

ROBOTICS &
DISCRETE AUTOMATION



Robotics

Machine Automation

Electrification

Writing the future of safe, smart and sustainable electrification.

ABB's Electrification business offers a wide-ranging portfolio of products, digital solutions and services, from substation to socket, enabling safe, smart and sustainable electrification.



Revenues \$1.1 B CDN



Employees 2,012



Electrification in Canada

Electrifying the world in a safe, smart and sustainable way

OUR BUSINESS

Canada #2

#4 Low voltage

#3 Medium voltage

#2 EV Fast charging infrastructure

#1 Installation products

~1900 employees

Offering

- Electrical distribution, control and power solutions
- Building and living solutions
- Installation products for industrial, commercial, and utility applications
- Life cycle management and services

Typical customers

- Electrical distributors and contractors
- OEMs, system integrators and panel builders
- Consultants, EPCs

SELECTED CUSTOMER SEGMENTS

Commercial buildings



Data centers



E-mobility



Motion

Writing the future of safe, smart and sustainable electrification.

ABB's Motion business is the largest supplier of drives and motors, globally. We provide customers with the complete range of electrical motors, generators, drives and services, as well as integrated digital powertrain solutions.



Revenues \$203 M CDN



Employees 162



Motion in Canada

We keep the world turning - while saving energy everyday

Our business

Canada #1

#1 in LV NEMA Motors

#1 / #2 in LV Drives

165 employees – Local Sales Unit

Offering

- NEMA Motors
- Large Motors and Generators
- LV Drives & System Drives
- Services and Digital Solutions

Customer Types

- Distributors
- System integrators
- OEMs
- End customers

Motion Canada Major Industry Segments

HVAC - Infrastructure



Oil & Gas



Food & Beverage



Water & Wastewater



General Machinery



Pulp & Paper



Mining



Marine & Ports



Process Automation

Writing the future of safe, smart and sustainable operations.

ABB's Process Automation business offers a broad range of solutions for process and hybrid industries, including industry- specific integrated automation, electrification and digital solutions, control technologies, software and advanced services, as well as measurement & analytics, and marine and turbocharging offerings.



Revenues \$412 M CDN



Employees 788



Process Automation in Canada

Writing the future of safe and smart operations

OUR BUSINESS

Canada #2

#1 in DCS & process automation #3

in measurement & analytics

#1 in marine & ports

~800 employees

Offering

- Integrated industry-specific solutions
- Process control (DCS¹)
- Measurement & analytics

Typical customers

- End customers
- EPCs

SELECTED CUSTOMER SEGMENTS

Power Generation



Oil & Gas



Chemicals & Refining



Water & Wastewater



Industrial Applications



Pulp & Paper



Mining



Marine & Ports



Robotics & Discrete Automation

Writing the future of flexible manufacturing and smart machines.

ABB's Robotics & Discrete Automation business provides value-added solutions in robotics, machine and factory automation. Our integrated automation solutions, our application expertise across a wide scope of industries and our global presence deliver tangible customer value.



Revenues \$53 M CDN



Employees 72



Robotics & Discrete Automation in Canada

Writing the future of flexible manufacturing and smart machines

OUR BUSINESS

Canada #2

Innovation leader for machine automation

~50 employees

Offering

- Machine & factory automation
- Robotics

Typical customers

- End customers
- Machinery OEMs
- System integrators

SELECTED CUSTOMER SEGMENTS

Machine Automation



General Industry



Consumer Segments & Service Robotics



Auto OEMs



Auto Tier 1

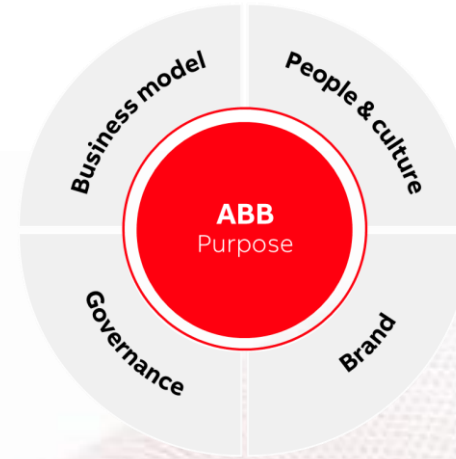


Electronics



The ABB Way

Our operating model

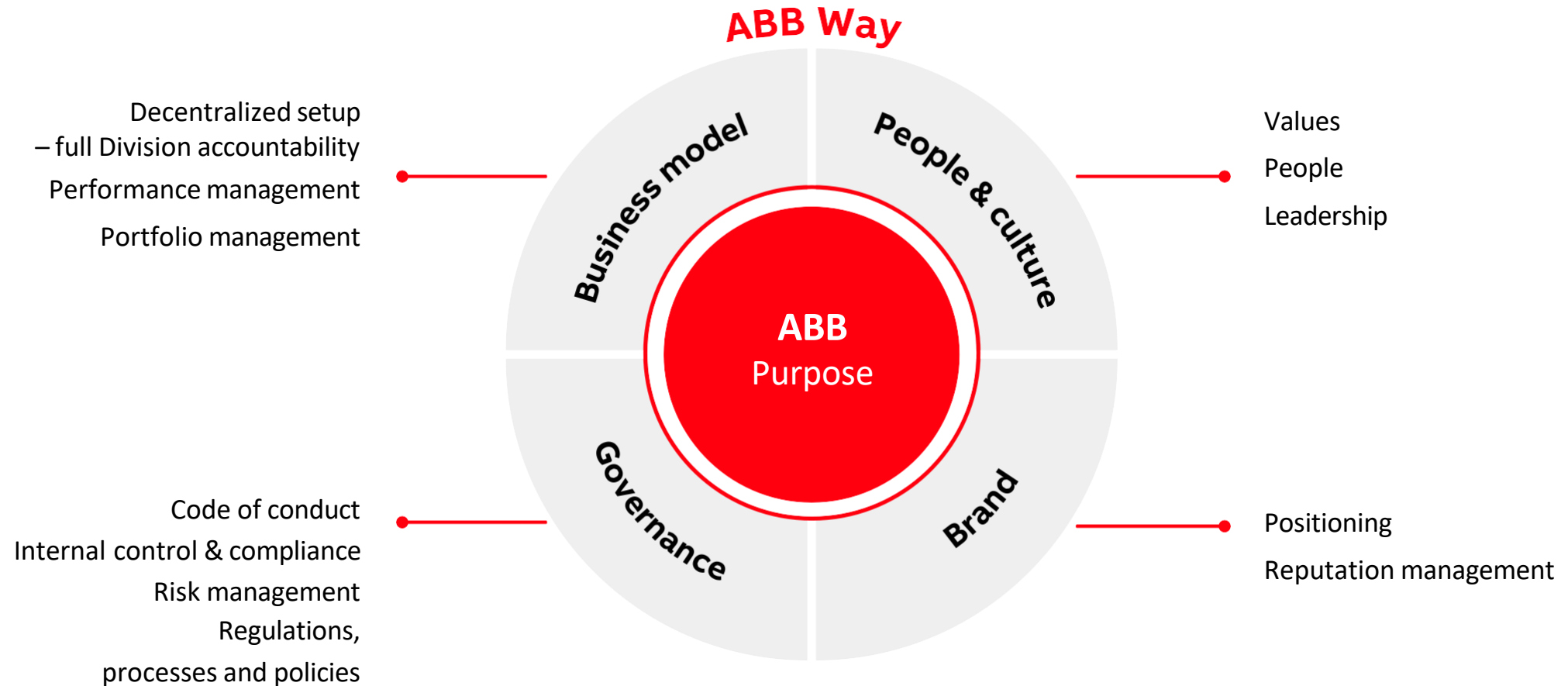


With our company purpose at its core, the ABB Way empowers our divisions with full ownership and accountability for their strategies, performance and resources, while serving as the “glue” that holds our Group together.

The ABB Way consists of two parts; “how” we operate and create superior value, namely with our **Business model**, **People & culture**, **Brand** and **Governance**, and our purpose, “why” we are in business.

The ABB Way provides standardized policies, processes and systems, including portfolio, performance and risk management as well as internal control and compliance.

The ABB Way



The ABB purpose

We enable a more sustainable and resource-efficient future with our technology leadership in electrification and automation.

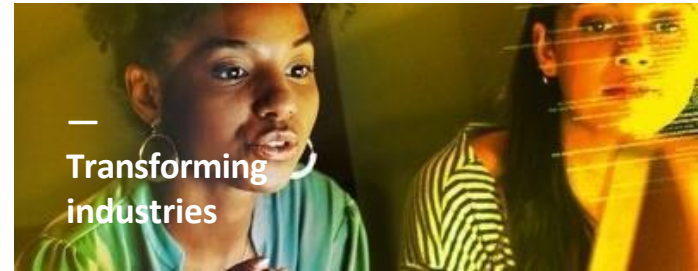




ABB values
Courage Care
Curiosity
Collaboration

Our priorities

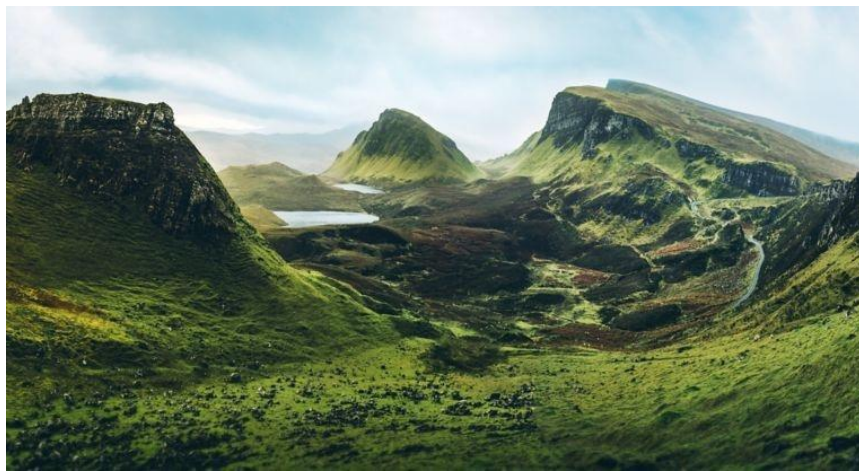
Market leadership

Technology & digital

People

Portfolio management

Sustainability Financial
performance



Our priorities

Market leadership

Market leadership is key to the long-term success of our divisions. We aim to maintain or strengthen a no. 1 or no. 2 position in all markets by providing our customers with leading products, systems and solutions. Market leadership helps to improve profitability, drive superior returns and enable growth opportunities for our people.



Our priorities

Market Technology & digital

Our world-class technology and domain-led digital capabilities are deeply embedded in our DNA.

Maintaining and improving our innovation, technology and digital leadership is a strategic priority across divisions. Pushing the boundaries of technology and digital enables us to help our customers attain new levels of performance and clearly differentiate ABB's offering.



Accelerating value creation through digital



Focused on creating
superior customer
value



Differentiation through
domain expertise



Expansion driven
by businesses



ABB Ability™

Insight. It's the power to see and understand how something works in a new way, to unravel complexity and take action. It comes from visibility, intelligence and experience. It's what makes transformation possible.

ABB Ability solutions combine ABB's deep domain expertise with connectivity and software innovation to empower real-time, data-driven decisions for safer, smarter operations that maximize resource efficiency and contribute to a low-carbon future.

Our large portfolio of digital solutions helps organizations automate, optimize and future-proof their business to achieve new heights of performance and drive sustainable progress.

Our priorities

People

We believe our people are the most critical ingredient to our long-term success. A culture of diversity, inclusion and equal opportunity is critical to our business success and makes us stronger.

Relying on our people's unique attitude, experience and domain expertise, we push the boundaries of technology to drive performance, shape new business models and find new ways of working that make our customers, partners and society better off.



Our priorities

Portfolio management

Through active portfolio management we systematically evolve our portfolio at all levels of the organization to reinforce our divisions' market leadership by investing in growth, M&A activities and portfolio consolidation.

On the one hand, we continuously question whether we are the best owner of our divisions; on the other, we steer our businesses in line with their respective strategic mandates. Lastly, we actively pursue synergetic acquisition opportunities to fill white-spots and steer our overall portfolio mix towards high-growth sectors.



Our priorities

Sustainability

At ABB, we believe that sustainable development means progress towards a healthier and more prosperous world for future generations. This means balancing the needs of society, the environment and economy. To achieve this, we act and embed this approach to business across our value chain, creating superior value for all our stakeholders.

As we push the boundaries of technology, we support our customers to preserve resources and enable a low-carbon society. We act with integrity and transparency at the core of our governance, and we promote social progress for our people and communities around the world.



Our priorities

Financial performance

By pairing our strategic priorities with a continuous improvement mindset, we aim to deliver improved performance in line with our financial framework:

- 8% average annual revenue growth through economic cycle¹
- 14.2% operational EBITA margin²
 - Electrification: 18.6%
 - Motion: 9.8%
 - Process Automation: 18.3%
 - Robotics & Discrete Automation: 4.8%
- ~100% cash conversion²
- 36.8% ROCE²
- EPS growth > revenue growth



—
**Acknowledged
history in
sustainability,**
with a new level
of ambition

Rooted in purpose,
**embedding
sustainability** across
all aspects of value
chain



**We enable a low-
carbon society**



**We preserve
resources**

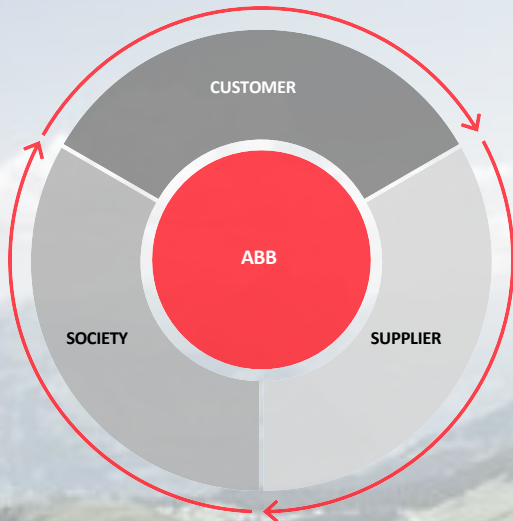


**We promote social
progress**

**INTEGRITY AND
TRANSPARENCY**

Main sustainability ambitions

2030 targets



Sustainable Value Chain

We enable a low-carbon society

- **Carbon neutrality** in own operations
- Support our customers in reducing annual CO₂ emissions by **>100 Mt¹**
- Work with most impactful suppliers to reduce their emissions by **50%**

We preserve resources

- **80%** of ABB products & solutions covered by circularity approach
- **Zero waste** to landfill²
- Supplier Sustainability Framework

We promote social progress

- **Zero harm** to our people and contractors
- Comprehensive D&I framework³; **25% women** among ABB leaders
- **Top-tier** employee engagement score in our industry
- Impactful support for community-building initiatives

INTEGRITY AND TRANSPARENCY ACROSS OUR VALUE CHAIN

1. Savings in the year 2030 from solutions provided to customers 2021-30

2. Wherever local conditions allow

3. Diversity & Inclusion framework

The diagram is a circular graphic divided into four quadrants by two intersecting white circles. The top quadrant is white and contains the text 'ABB Purpose'. The bottom quadrant is white and contains the text 'We promote social progress'. The left quadrant features an aerial view of a lush green forest and a blue lake, with the text 'We enable a low-carbon society'. The right quadrant features an aerial view of a sandy beach and turquoise water, with the text 'We preserve resources'. The two intersecting white circles are labeled 'Integrity' (left) and 'Transparency' (right). Each of these four sections is preceded by a short red horizontal line.

ABB Purpose

We enable a low-carbon society

We reach carbon neutrality in our operations by 2030 and partner with our customers and suppliers to reduce their emissions.

Integrity

We promote social progress

We take care of our people and promote social progress with our partners, suppliers and in communities.

Transparency

We preserve resources

We embed circularity by reducing waste, improving recycling and fostering reusability.

Our priorities

Financial performance

By pairing our strategic priorities with a continuous improvement mindset, we aim to deliver improved performance in line with our financial framework:

- 8% annual average revenue growth through economic cycle¹
- ≥14.2% operational EBITA margin as from 2023
- 36.8% ROCE
- ~100% cash conversion
- EPS growth > revenue growth

¹Calculated to exclude FX impacts and transformational acquisition and divestments, includes bolt-on acquisitions and divestments within divisions



ABB Canada Organization



Vince Pesce
Country Holding Officer



Katie Bessette Country
HR Manager and HRBP –
ELIP Hub



Isabelle Lamarre Regional
General Counsel for Americas



Carley Tietolman Country
and EL Communications
Manager



Said Elaissi
Country and EL
HSE Manager



Melanie Benoit
Country Tax Manager



Mike Golden
Country Security
Manager



Evan Balaila
Country IS Manager



Joseph Simard
Country Real Estate
Manager



Makis Trigonakis Trade
and Compliance Manager

ABB